

# Forrest Cooper dies; gave 48 years to Highway

Forrest Cooper, whose 48-year career was dedicated to building and improving Oregon's highways, died Jan. 18 in a Portland hospital. He had just turned 80 on Dec. 30.

Cooper was described as a pioneer in Oregon's highway system, joining the Highway Division in its infancy in 1922. He started as a chainman at age 19, and through



Forrest Cooper

the years worked his way up to become state highway engineer in 1961.

He is known as the innovator of rest stops along the interstate system, developing the first ones in Oregon, which is still recognized as a leader in that area.

Cooper also left an indelible mark on the state through his efforts to push Oregon's interstate highway system toward completion. During his tenure as highway engineer, Oregon was consistently among the nation's leaders in completion of the system, and in its employment of landscaping to beautify areas along the highway--another symbol of Cooper's influence.

Cooper was born in The Dalles, the son of a pioneer Oregon family. His father was born in a covered wagon on the Oregon Trail in 1863, while his mother's family was sailing around Cape Horn on their way to the West Coast.

Unable to afford college, Cooper took a correspondence course in civil engineering and became a registered professional engineer in 1932.

He retired in 1970 and settled in the Salem area, where he lived with his wife, Pauline, until his death.

## Extra security measures surround jail

### Last section of freeway to open early

The Transportation Commission has approved opening the last stretch of the I-205 freeway in Portland in March.

Commissioners at their January meeting also called unanimously for the demolition of Rocky Butte Jail, which stands in the way of final completion of the interstate freeway, but set no specific date by which it must be torn down.

Originally, motorists wishing to

travel I-205 were going to have to wait until November, when construction of the downtown Justice Center will be finished and inmates of Rocky Butte transferred.

The decision to open the last 6.6-mile segment of I-205 early was reached after the commission was assured that air pollution and noise levels will not adversely affect the inmates, and additional security measures will be taken.

Scott Coulter, state highway engineer, said traffic will initially be squeezed down to two lanes past the jail. A double concrete barrier will be installed along the shoulder, as well as a 12-foot-high wooden noise wall with an additional 4 feet of chain link fence and barbed wire on top as a security measure.

#### Air, noise levels safe

Gary Potter, Environmental Section manager, said the installation of the noise wall means no increase in the noise level within the jail, although 30,000 vehicles are expected to use the freeway daily.

Potter added that the air quality in and around the jail is well within the national standard, although it will continue to be monitored.

Ed Hardt, Metro Region engineer, said a 250-foot extension will be added to the north end of the noise wall for further security, plus a series of four separate secu-

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### Slip slidin' away

Daniel McDonald, a highway engineer 1 in Tillamook, walks through what is left of a section of HWY 101 south of Nehalem after a slide moved the highway 30 feet closer to the river. Eldon Everton, a district maintenance supervisor in Astoria, said the slide started on the morning of Jan. 6 as a bump in the road. "Then the bump started to grow," Everton said, "and we had a crew out there routing drivers over into the other lane. But about noon, the pavement started to crack and pull away at either end, so we had to close the highway and route people over a detour. Then at about 2 p.m. the whole thing went, and all we could do was stand there and watch it." The slide, about 400 feet long, stabilized enough over the weekend for Highway Division crews to make a gravel road over the top of it and reopen the highway the following Thursday. Everton said it will probably be spring or summer before the highway can be rebuilt, but for now, "traffic is proceeding across it normally."

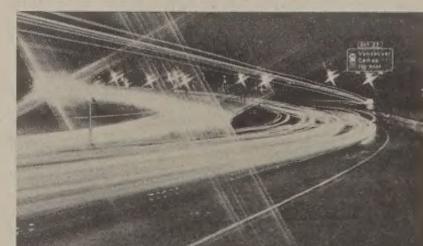
### I-205 bridge doing its job

After about a month and a half of service, the Glenn L. Jackson Memorial (I-205) Bridge appears to be doing its job--relieving traffic congestion on Interstate 5 in Portland.

The average daily traffic over the new structure has leveled out at about 26,600 vehicles now that the "curiosity seekers" have made their crossings, said Tom Schwab, traffic analysis engineer.

"This just about hits our pre-opening predictions, and has provided a great relief to I-5 traffic in the area," Schwab said. "I-5 traffic has dropped from 110,000 vehicles daily to between 87,000 and 90,000."

When the entire I-205 freeway is opened, Schwab said, the average daily traffic across the new bridge is expected to reach approximately 50,000 vehicles.



Traffic moves swiftly over the new I-205 bridge during evening rush hour. Approximately 26,600 vehicles use the bridge daily, relieving congestion on the I-5 bridge.

# Key positions filled following retirements

## Highway gets new info. officer

Jim Bottom, 38, has been chosen to replace John Earley, who retired at the end of the year as the Highway Division information officer.

Bottom has been a science writer and information representative at Oregon State University for the Sea Grant College Program for the past three years.

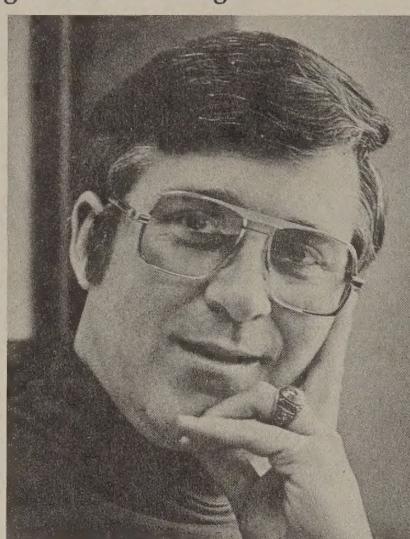
He has been primarily responsible for press relations and producing Sea Grant's public service program, "Coastwatch," heard on many Oregon radio stations.

Before coming to OSU, he was a journalist in Florence and Curry County, writing as a correspondent for the *Eugene Register-Guard* and as a staff writer for the *Coos Bay World*.

Prior to moving to Oregon in 1975, Bottom pursued a career in advertising and public relations in St. Louis, Missouri, and Wichita, Kansas.

Bottom is single and graduated

from the University of Missouri School of Journalism in 1970 with a Master of Arts degree in photojournalism and a Bachelor of Arts degree in advertising.



Jim Bottom

## Department librarian named

Marie Elefante, 41, a clerical assistant with the Travel Information Section, has been chosen to



Marie Elefante

replace Faith Steffen as ODOT's librarian. Steffen retired at the end of the year.

Elefante started with the department in May 1982. Before that she worked for the Department of Revenue as a seasonal employee.

She has lived and worked in many parts of the country, including Hawaii, but in 1979 decided to return to her parents' farm in Dallas, where she grew up, and find work in Oregon.

Elefante said her clerical experience will help her in her new position, as well as her love of research and working with people. She will also take some college courses to supplement her on-the-job training.

"I'm very excited and can't wait to start," Elefante said. "I look on it as a career change for me—a new and exciting challenge."

## New materials engineer chosen

Jack W. Sullivan has been appointed as materials engineer in Salem, replacing John Jenkins, who retired at the end of the year.

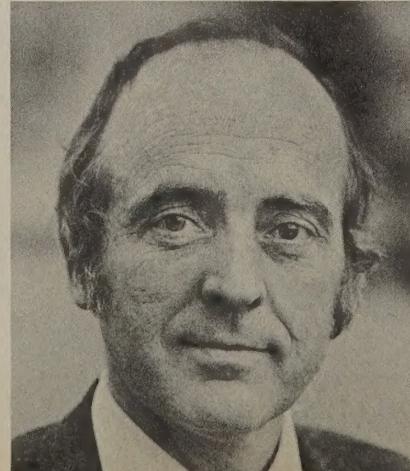
Sullivan, 44, started with the Highway Division in 1967 as a transportation analyst for the Portland-Vancouver Metropolitan Area Transportation Study. He remained there until 1971 when he was made urban studies coordinator for the Salem and Portland metropolitan areas.

Prior to coming to the Highway Division, Sullivan worked for the U.S. Bureau of Public Roads and the California Division of Highways.

As materials engineer, he will supervise a section which tests materials incorporated into highway construction projects for compliance with specifications, examines new products, investigates construction problems, and devel-

ops mix designs.

He received a BA in mathematics from the University of Montana in 1961, and a BS in civil engineering from Montana State University in 1967.



Jack Sullivan

## Money

# Divisions need funds

**By George Bell**  
Assistant Director for  
Intergovernmental & Public Affairs

zens of Oregon understand it, too.



Under normal circumstances, we could expect sympathetic legislators to "fix" our fiscal problems.

Our department is well respected in the Capitol, and many legislators consider themselves friends and supporters of our programs.

But that may not be enough this session.

Other agencies and programs are suffering from the same thin gruel diet. They're hungry for more revenue, too.



## Legislative Update

If you read the division administrators' statements in the last issue of VIA about their priorities for this legislative session, you have a feel for how urgent matters actually are.

The headlines over their statements told the story: Public Transit, "Maintain staff, program"; Aeronautics, "Looking to raise revenues"; Motor Vehicles, "Need money for program"; Highways, "Additional funds needed"; and Parks, "Support Gov.'s budget."



After several biennia of reduced level budgets, and repeated cutbacks in special sessions, our divisions are showing the ill-effects of prolonged, enforced dieting. They're suffering from malnutrition.

If the governor's recommended budget for Parks is not approved or is reduced, for example, park closures and staff reductions are inevitable.

If the Legislature (and perhaps the voters) does not approve additional Highway funding, the division will not be able to match available federal aid in about two years, and the division's construction program will have to be seriously curtailed.

If Aeronautics' proposed budget, which is one-third less than the 1981-83 budget, is not approved, the division will be totally unable to meet many of its statutory responsibilities.

The divisions are not "crying wolf," but they're not playing ostrich either.

The situation is serious, and we, as ODOT employees, need to understand it. Then, we need to help the Legislature and the citi-

But, like Oliver Twist in the orphanage, simply holding out the empty bowl and asking, "More, please!" will not necessarily result in another ladle of soup.

There just isn't enough to go around.



And that is what will make this session such a fascinating one to watch.

How will the legislators and the governor solve the dilemma?

Will they decide to increase fees and taxes, with Oregonians still feeling the effects of a stagnant economy and a prolonged recession?

Will they decide that agency budget requests will have to be trimmed one more time?

The decisions will be made. They can't be avoided or postponed.

All we can do is hope that the voters chose well when they elected their legislators at the polls.

Oliver Twist ended up with the master pickpocket, Fagin. What we need is Solomon.



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## Facts on gas tax available

A fact sheet describing provisions of the new 5-cent federal gas tax increase, and its impact on Oregon highway and public transit programs, has been prepared by the Public Affairs Office.

Interested persons may obtain copies by calling 378-6546.

# Miller: strengthening management skills

*One year after stepping into the director's shoes, Fred Miller answers VIA's questions about how things are going, what he thinks about his first year as director, and what his plans are for 1983. This special feature will take the place of the regular "Director's Corner."*

**Q:** Fred, you've been director for about a year now. Are you feeling settled-in, comfortable in the job?

A: I started off feeling comfortable in that I knew what the job would entail, but of course there's some learning that takes place when you're in the job. I would say I definitely feel more comfortable now, just through having worked with the governor's office, the commission, and the public in a little bit different role.

**Q:** Let's look back on 1982, your first year. What accomplishments do you feel particularly good about?

A: I think the programs when I got in the job were running pretty well, and they continue to run well. I'd emphasize some management ideas that I think have shown some progress--I'm thinking about Affirmative Action, performance evaluations, and the application of technology, where I see some progress and see some interest. There are other areas where there's been progress that I'm also happy about--specific projects like opening I-205 next to Rocky Butte Jail, the destruction of the Hood River Bridge, and the improvement of the highway plan and planning process. There are a lot of things that are happening that I feel good about, and I can't think of anything that I feel too badly about.

**Q:** You took my next question away from me. What's the down side of last year?

A: I really can't think of any failures. If there is any frustration, it is that things don't quite move fast enough. We get agreed on moving in a particular direction and organizations just take awhile to move.

**Q:** How do you deal personally with frustration and disappointment? Does it get you down?

A: Certainly not for long periods. I don't get easily frustrated in a serious sense. I want things to move faster, perhaps, or in a little bit different way, but usually if I'm worried about that at 5 o'clock at night, the next morning I have a little bit more positive way to approach it. Usually, if you have a discussion with a person or two about what the problem is or what the solution might be, something always emerges as a solution you can work on.

**Q:** Let's look ahead now to the year in front of us. What are the issues or problems that you intend to focus in on?

A: There are two answers to that, and looking at the evaluations of all the administrators and assistant directors who report to me, I set forth five different kinds of objectives that they should all be paying attention to. There's a video tape that will be distributed on that. In it, we talked about how we might strengthen the role of the department--really continue strengthening the Affirmative Action program,

and improving our training within the department so that we are getting people ready to take the positions that are becoming available. The application of technology is going to be increasingly important as we go along, and that's another one that I emphasized. Evaluation of subordinates is the other thing I want to make sure that we're all spending a lot of time on--really

the other one is doing. I think it's just essential that managers deal with their people in that way, and I think maybe that relates to my comment earlier on frustrations, and that I don't have so many. Usually if something bothers me, I sit down and talk about it and point it out. That tends to do away with the frustration, and just about always, on organizational or human prob-

lem program to Economic Development. That's really a major kind of program change for us.

**Q:** Fred, one thing you've impressed on your administrators in the past year is the effect of what you call "shoeleather"--what is your objective with that emphasis?

A: I think one of the best things managers can do is get around and see their people. I think that's important with or without an agenda. Sometimes you go out and see people for specific problems, but just getting out and talking to people in a more relaxed way generates all kinds of ideas. In an organization this size, too frequently good ideas get stopped or somehow die out before they get to the top, and I think that's one way higher-level administrators can get the benefit of the thinking and good ideas that are within the organization. I think there's an element of recognition there too that's important. Frequently people are getting some things done very effectively out in the field, or even around the building, and it's worthwhile to drop in and either learn about those things or compliment someone on them.

**Q:** Fred, what are you personally going to try to do less of in the coming year?

A: When I give assignments or have expectations, I have to make sure there's a time dimension attached to them. Sometimes I assume that things are going to get done, or I have a given priority that's going to get across, and don't communicate that. So I'll do a little less reminding of people to get things in or checking on people to know where they are, and I think that's something that will be helpful.

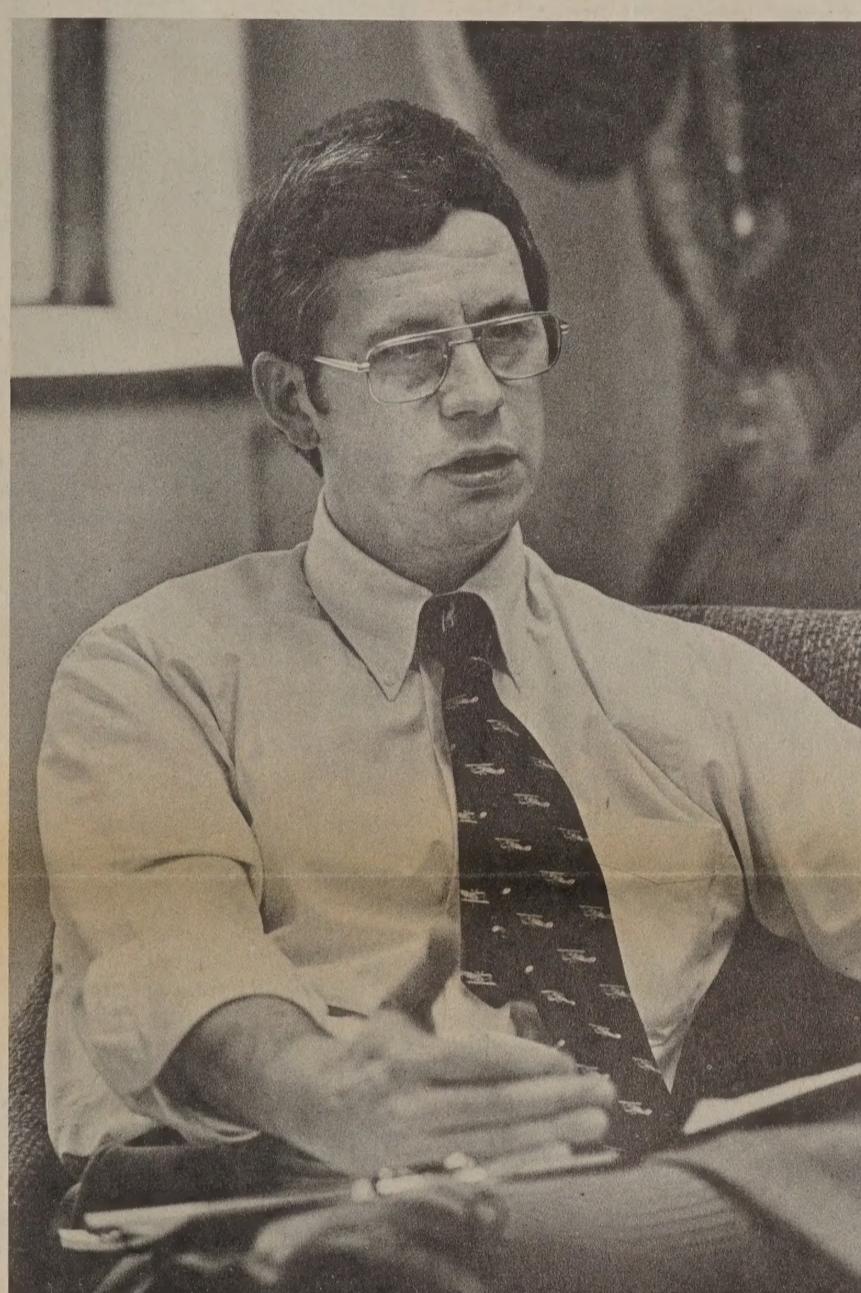
**Q:** How about the other side--what are you going to try and do more of?

A: It's my view that we need, out of Central Services, to be a little bit stronger in making sure that we accomplish certain objectives like Affirmative Action and training and application of technology and communications--the kinds of things we've talked about. I'm going to try to make sure we do a little bit more and have a little stronger role on the part of the assistant directors and the fiscal officer in accomplishing those kinds of things.

**Q:** Is there any message you would like to communicate to the employees through this interview?

A: I've had a feeling that we're doing pretty well, that 1982 was a good year, and I'm anticipating similar success in 1983. I have a little trouble thinking of problems or thinking about a real change of what I want to do in terms of either doing more or less because I think things are going pretty well right now. Answering these questions reinforces that idea, so I want to just keep going with what we're doing well, and lend a little more emphasis to the objectives I set out that really relate to strengthening management so we'll be a stronger organization in the future.

Fred, on behalf of VIA, good luck on your goals, both for yourself and the department.



sitting down with the people we work with and talking about how well they're doing and where they can improve.

So the first half of the answer is laying out those objectives, which are really management-oriented kinds of objectives. The other thing we want to do well on is the legislative session. Most of the issues relating to the legislative session are

lems, a discussion will tend to cure the problem.

**Q:** The legislature's in session now--what, from your point of view, are the big issues at stake for the department?

A: Primarily it's a question of funding--for the Highway Division, the question is getting some matching funds for the federal 5-cent gas tax

**'I think one of the best things managers can do is get around to see their people.'**

funding-oriented--we are trying to continue the quality of service we provide, and to do that means we're going to need more funding for a number of different programs.

**Q:** Let's pick up on one of those. You've put a lot of personal energy into detailed performance evaluations of the division administrators and assistant directors--tell us what your reasoning is behind that?

A: For one, I just think it's healthy when people sit down and honestly discuss their perceptions of how

bill; for Parks, it's a matter of getting sufficient funds to keep the parks open and continuing to provide the service; for Aeronautics, there's some important funding questions; for Motor Vehicles, there are some fee increases; and for Public Transit, it's a matter of some general fund that's necessary. So in every case we're not looking for new or different programs, it's a matter of trying to keep what we're doing going.

There's one other issue that may become a big issue in the session, and that's the transfer of the tour-

# Federal officials play 'big brother' to ODOT

The following is part of a series describing the different functions of units and sections in the various divisions affecting ODOT.

The Federal Highway Administration (FHWA), a branch of the U.S. Department of Transportation, represents a financial life-line to Oregon's Highway Division. Through its Salem office, it monitors all federal-aid highway projects and approves necessary funding--often up to 92 percent of the total cost.

Dale Wilken, administrator of Oregon's FHWA office, said his staff provides assistance to the state in obtaining federal-aid funds for highway projects, and making sure all federal requirements are met.

"We are concerned with all areas of a project," Wilken said, "from right-of-way acquisition to project design, location, and construction. We have a lot of day-to-day interaction with people in planning, design, the materials lab, the bridge section, finance, safety, and environmental. There are not too many sections within ODOT that we don't touch frequently."

He said federal funds go into all phases of the highway program except maintenance.

## New Affirmative Action goals set for divisions

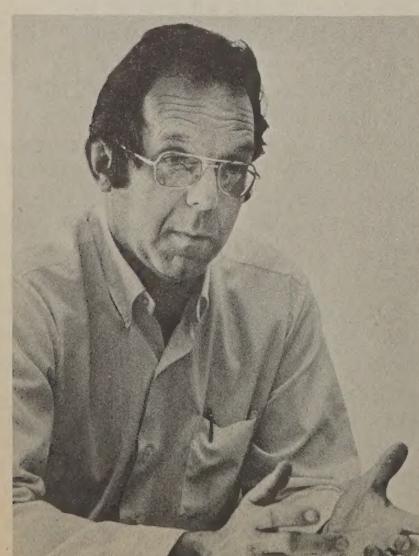
New Affirmative Action goals, established for each division large enough to qualify, show a need for hiring more women and minorities, according to Russ Graham, affirmative action manager.

Because of this, all employees are going to see an increasing level of competition for job opportunities within those divisions, Graham said.

The Highway Division's goal is to make 30 percent of all new hires women and minorities, and it is working toward an individual training plan for each employee.

"This will help our Affirmative Action goals because they've always been generalized before, never focused," he said.

Graham, who has been Affirmative Action manager since November 1981, is resigning effective March 1 due to the poor realization



Russ Graham

"Federal-aid funds now assist the rehabilitation and restoration of highways," he said, "but the day-to-day maintenance has no federal funds involved. That's up to the states."

Wilken said of his 24-member office staff that touch base with ODOT daily, his main link with highway operations around the state comes from his five area engineers.

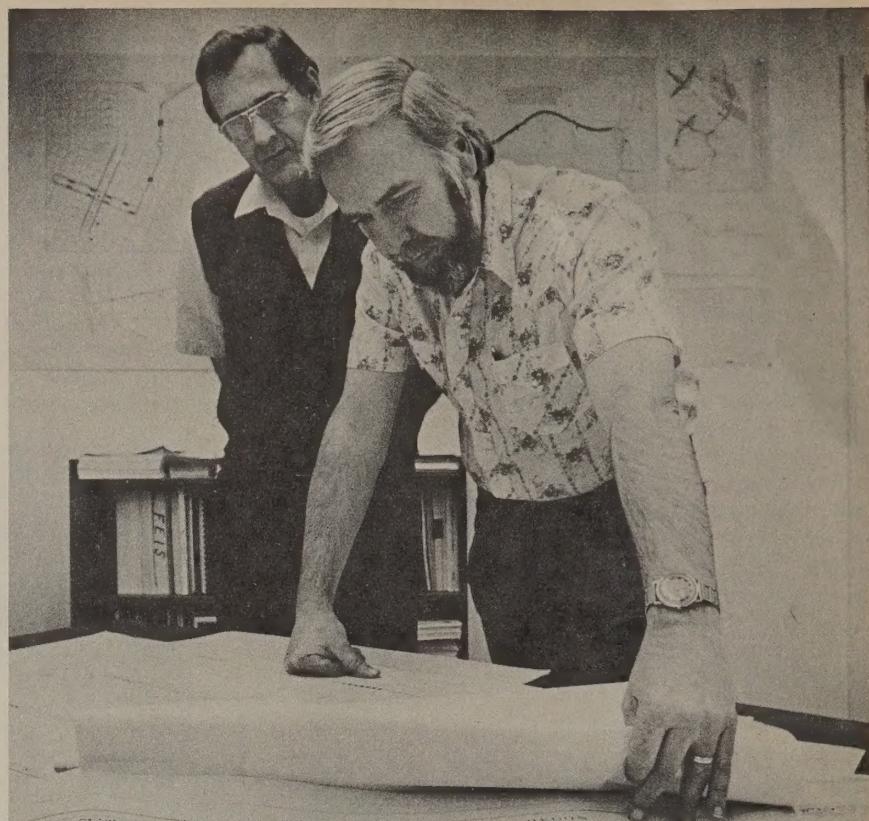
### Area engineers for regions

He said an area engineer is assigned to each of the highway regions to work with the projects at a local level, as well as with the headquarters staff in Salem.

"They are responsible for seeing that each project meets all federal requirements," Wilken said, "such as the construction specifications, design features, environmental concerns, and contract administration. They have to have a good understanding of a lot of different subjects."

Wilken said it's sometimes frustrating for states to try and meet all the federal requirements imposed on them.

"The important thing in this office is taking a federal law or requirement and interpreting it in a way that fits in with the authorities



Cliff Christianson (foreground), an area engineer for the Federal Highway Administration, inspects a set of plans for the Banfield Transitway Project in Portland with Bob Sandmann, project engineer. FHWA must approve all Highway Division plans and projects that involve federal funds before construction can start.

and responsibilities governing the state Highway Division, but still provides the necessary federal compliance," he said.

Wilken said much of FHWA's decision-making authority has been delegated down to his office.

"That is unique in the federal government," he said. "Most agencies have a review procedure in their Washington office. We carry out the reviews and make decisions at this level. That's a big plus to us and the state in terms of time and the ability to resolve problems."

Wilken sees the role of both federal and state transportation agencies changing in similar directions.

"The decisions of where to build major routes were made some time ago," he said. "Our program, as

well as the state's, is changing from new construction of interstate and primary and secondary highways to rehabilitation and restoration of roads and bridges--how can we make the existing system work better and last longer?"

Wilken said when he took over the Salem office in 1981, he was pleased to see the emphasis ODOT had placed on preserving the existing highway system.

"Oregon is way ahead of a lot of other states on that," he said. "What they will have to resolve now is an increasing need for state match money if they are to make use of the increased federal funds coming from the new gas tax, as well as meeting their maintenance needs."

## Promote businesses

## Signs attract tourists

Motorists traveling along Oregon's highways will soon find a new type of sign telling them where the nearest museum, historical site, jet boat service, winery, or charter boat fishing facility is located.

Tourist-oriented directional signs (TODS) will be the first of their kind in the country, according to Bud George, ODOT's traffic engineer. They are part of an experimental program authorized by the Federal Highway Administration (FHWA).

The signs, designed primarily for use on primary and secondary highways, will carry just the names of qualifying tourist-oriented businesses and directional information, he said. No advertising will be allowed.

Signs featuring cultural and historical attractions will be placed along the interstate system as well.

George said Oregon was leading the way with this type of signing, just as it did 12 years ago with the logo program--signs identifying motorists services such as gas, food, lodging, and camping.

"In that way we took care of the

motorists' basic needs," he said, "but we also wanted to serve their recreational needs--things to see and do."

George said his Traffic Section has been working with FHWA to develop a set of criteria for the new signs. A business or attraction cannot be more than 15 miles from the highway to qualify for a sign, and must be open to the public at least six hours a day.

"Not every tourist-oriented business will be able to have a sign," George said. "The hours-of-operation clause is kind of a built-in filter for those businesses that change their times from season to season. These signs are going to be up 24 hours a day, 365 days a year, and we can't start listing hours of operation on them."

Cost and maintenance of the signs will be paid through a user-fee, he said. The businesses will be charged an annual permit fee and a small monthly rent. Although the Highway Division will make and maintain the signs, they will eventually be turned over to the Travel Information Council, which also runs the logo program.



Art Gottfried, project manager of the Center Street bridge project in downtown Salem, stands in front of a ho-ram--a large demolition hammer mounted on a backhoe--that cuts through the concrete bridge deck so the pieces can be lifted out by crane and hauled away by truck.

## New rule enacted

### Traction law gets boost

Each winter, Highway Division crews in the mountain passes must contend repeatedly with two things--accumulating snow and drivers who don't chain-up.

Until recently, both were out of their control. The weather still is, but they are beginning to have more say on what types of vehicles can travel on state highways in adverse conditions.



George Thornton, a district maintenance supervisor in Medford, holds a set of tire chains--a traction device he says should be required for winter travel in Oregon.

In 1981, the legislature enacted a law that requires all vehicles to be equipped with some sort of traction tire or device to travel on the highways in 15 specified areas of the state.

But in many cases, this didn't solve the problem.

"Because there is no mandatory chain law in Oregon, people know they can get away with not chaining up," said George Thornton, district maintenance supervisor in Medford, "and it's those people who cause the tie-ups in those areas. There's no way we can keep the road open unless vehicles chain up. The ones without them cause 70 percent of our problems."

An administrative rule, however, recently approved by the Transportation Commission, is designed to help keep the highways clear of vehicles incapable of making it through in treacherous conditions.

According to the new "temporary or conditional closure of highways" rule, the State Highway En-

gineer, region engineers, district maintenance supervisors or their assistants may close any section of a highway when the road or weather conditions constitute a danger to motorists.

"Any rule adopted by a state agency has the same force and effect of law," said Jack Sollis, ODOT's assistant attorney general council, "and this one means that we can close the highway to anybody without chains when the weather gets bad enough."

Other traffic problems were caused by people pulling off to the side of the road to either purchase tire chains or have them installed, he added.

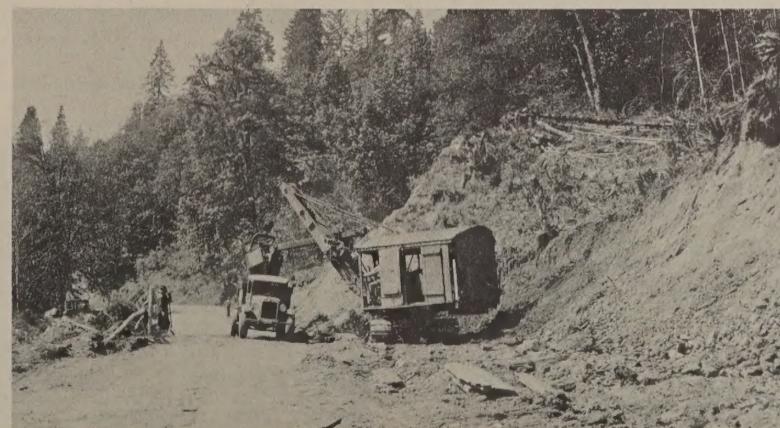
"It is strictly prohibited to vend on highway right of way," Thornton said, "and some of these people were charging up to \$75 for a set of chains."

That problem, too, is being corrected through an administrative rule.

Thornton said the rule, which currently applies only to the Siskiyous on a trial basis, states that chain installers must have a permit issued by the Highway Division to operate on the highway.

Thornton said he has issued 14 permits so far, and may go as high as 10 more "to make sure we can keep traffic moving smoothly through the pass."

### Way Back When...



A 1932 Highway Division road crew uses a steam shovel to clear a slide that blocked the old Nehalem Highway in Clatsop County. The state took over the highway from the county in November 1931, and road crews 50 years later are still clearing slides in that area.

## Engineer tears down bridge he helped build

Art Gottfried has come full circle--he is supervising the destruction of a bridge he helped rebuild 30 years ago.

Gottfried is project manager on the Marion and Center street bridge projects in downtown Salem. When he came to work in 1952, the Highway Division had just completed the Marion Street bridge and was preparing to improve the Center Street bridge, which was built in 1918.

"We did a lot of ramp work back then," Gottfried said. The division tore out the existing ramps to the Center Street bridge and built new ones over the railroad tracks on the east side of the river, where trains being switched tied up early morning traffic.

### Traffic switched

"Back then we salvaged the center span of the bridge and built the approaches," he said. "Now we're saving the approaches and getting rid of the center span."

Traffic was switched last month from the Center Street bridge to the recently-widened Marion Street bridge so the former can be torn down. Demolition should be finished by this summer.

"This is exactly the same way it was done originally," Gottfried

said. "In 1953 when we built the Marion, we put two lanes of traffic over the Center Street bridge."

Construction on the two bridges is part of an overall \$21 million project to improve Salem's waterfront traffic system. The new Center Street bridge will be ready in 1985, and the entire project, including all ramps and approaches, should be completed by 1986.

### Bridge structurally unsound

Gottfried said when the bridge's approaches were raised 30 years ago, "we thought we had traffic problems taken care of for a long time."

But increased traffic isn't the primary reason for destroying the bridge.

"It was structurally unsound," Gottfried said. "The piers were in such bad shape that chunks were missing from them and much of the ground had washed away from around them."

The bridge's superstructure will be dismantled by cutting the bridge deck into 8-foot-wide sections to be hauled away by truck. After the bridge deck, the floor beams, bracing, and trusses will be removed. The piers will be blown up using delayed underwater explosives.

## Division bills tracked by legislative aides

With the start of the 1983 Legislative session, ODOT's divisions are gearing up to keep a watchful eye on what happens to all their bills and budgets before the new legislature.

To do this, five legislative aides carefully monitor the bills introduced by their division, and also track any other bills that are introduced which might affect their division.

They meet weekly to keep each other informed on their legislative activities.

For the aides, their work begins long before the session starts, according to Vinita Howard, Public Affairs Section manager for Motor Vehicles.

"For me, getting ready for this session began a year ago last December, when I asked the section

people for their legislative concepts, and then made sure they were drafted properly," said Howard, now in her sixth legislative session.

DMV introduces the most bills of ODOT's divisions -- about 20 this session, Howard said, not including the budget.

"Automobiles and driver's licenses affect almost everybody in the state, so a lot of other legislation besides ours gets introduced," Howard said.

### Supplying testimony

Bob Hamilton, legislative aide for the Highway Division, said he got involved in the process through having to keep track of the number of bills introduced each session that related to his section.

He said when he became manager of the Permits and Weighmaster Section in 1970, almost every session had a number of bills dealing with truck size and weight or outdoor advertising, "and by supplying testimony to the legislature, I became involved."

Now he tracks all the bills for the Highway Division, "which means reading all the bills every day to see if the division is involved anywhere," he said.

Hamilton explains the majority of his duties as "being a staff resource person for the legislature to provide them with the correct information so they can make the right decisions."

John Elliott, information representative for the Parks Division, stressed the teamwork involved in keeping track of all the bills introduced in the legislature that

*Continued on page 7*



**Jerry Robertson** is VIA's roving photographer. VIA's editors frame the question of the month, and answers are edited only for length.

# CANDID COMMENTS

VIA picked 10 employees working in particularly troublesome areas of the state during the winter and asked them, "How are your highways holding up so far?"



**CLINT SMITHE, HWY HMW 3, La Grande**

We have some problem spots in our area. I-84 is fine for plowing, except when we get ice. Our secondaries are more of a problem, but nothing very serious so far this year. Frost heave sometimes knocks rocks down onto the road, so we patrol it twice a day and just push them off with the snowplow.



**SHERM GREGORY, HWY HMS C, Coquille**

This past year, although we've had an unusual amount of water, we've fared pretty well--much better than last year. We're keeping our fingers crossed that we can keep doing some catch-up work. We've had a minimum amount of slides, although there's a lot of potential for big ones.



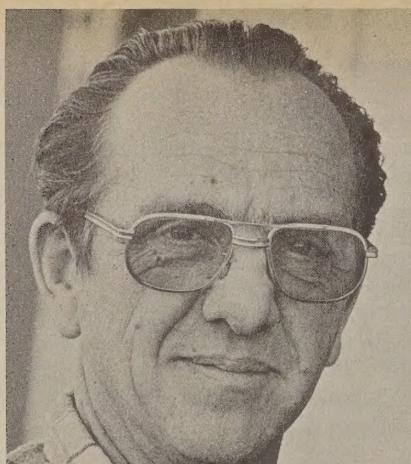
**ALLEN ARNOLD, HWY HMS B, Adell**

Considering the winter we've had, they're holding up reasonably well. But come spring, if we have a lot of freezing and thawing, then it will really start to break up. Our major damage is done by the spring thaws.



**TROY DOWDY, HWY HMF 1, Elgin**

So far, we're okay--our breakup doesn't come until spring. We use the snowblowers to keep the snow and water off the road. We put it up on the shoulders so it doesn't soak into the surface. Everything is okay so far.



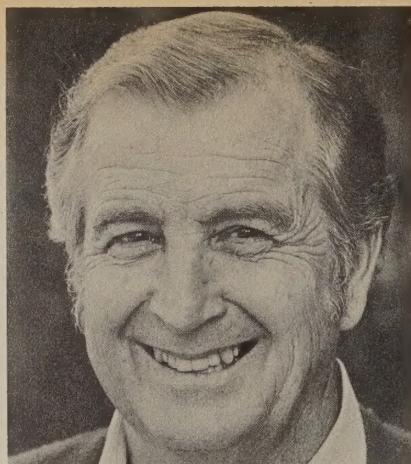
**CURT YOCHAM, HWY HMS D, Ashland**

Our portion isn't holding up very well. The cold and wet are making things very bad--there are a lot of potholes. That could be due to other things as well, like traffic, tire chains, and the number of trucks going through here.



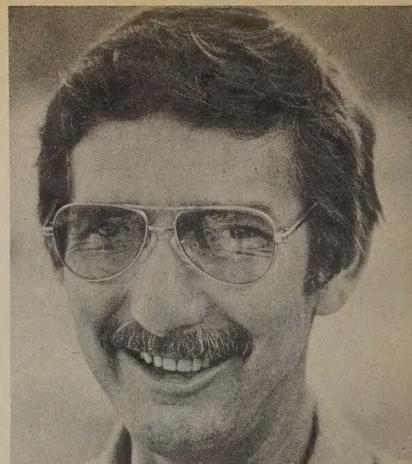
**LLOYD TOLLMAN, HWY HMS C, Detroit**

Not very well. We're getting quite a bit of breakup--lots of potholes and things. It seems to be worse earlier this year--usually we don't get this much breakup until spring.



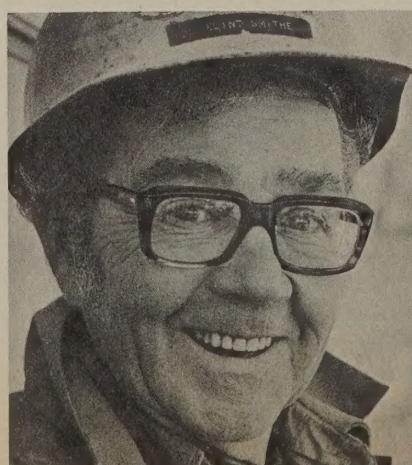
**BILL BROWN, HWY District Maint. Supv., Coos Bay**

Ours are so much better than last year that it's a piece of cake. Last year was hell with all the bad weather we'd had by this time. It's making this year look pretty easy.



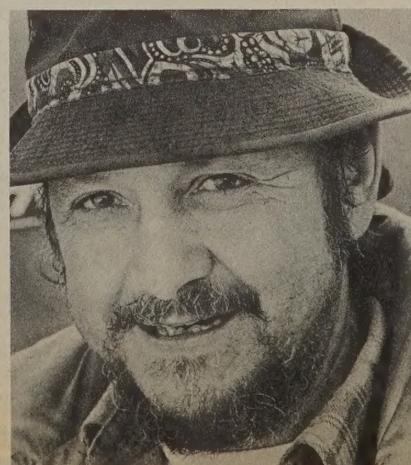
**JACK WILLS, HWY HMS D, Santiam Junction**

So far pretty well--we really don't have too many pothole problems up here. We've got a few skin patches coming up because it's kind of hard to keep a mix in them, but everything is going pretty good so far this year.



**FRED MITCHELL, HWY HMS B, Port Orford**

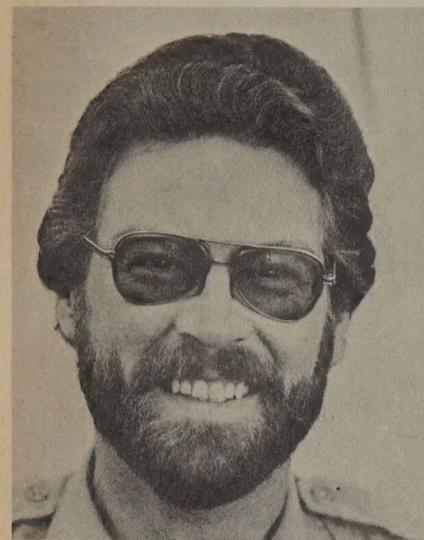
I would say the highways are holding up 100 percent better than they were last year. By this time last year we had several areas under rock south of us, but we've got none of that yet. We've had a lot of rain but it's had time to drain off, so we're in real good shape this year.



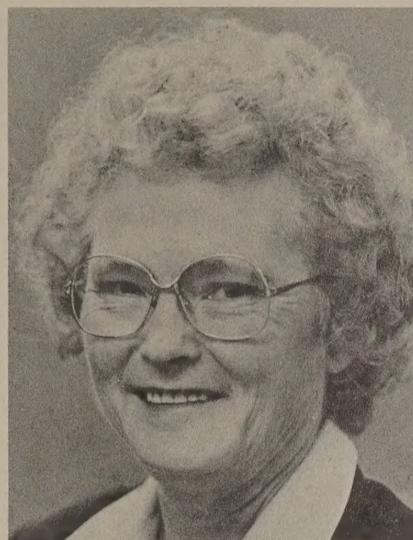
**KEITH FARROW, HWY HMW 2, Meacham**

Ours are holding up pretty well. The west end of our section has some potholes, but the east end's been re-done so that's nice and smooth. We've had some snow and ice the past couple of days, and Cabbage Hill is fogged-in most of the winter, but so far no major problems.

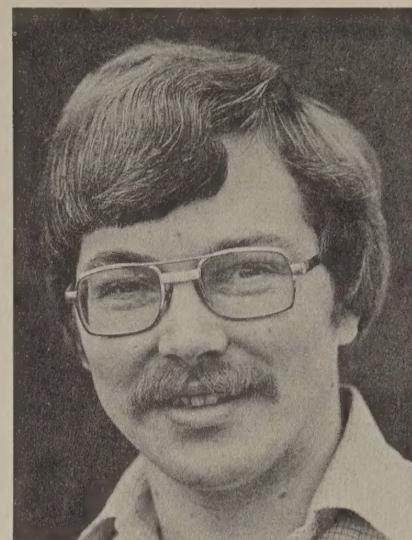
# People Page



Kenneth Evert



Celia Slack



Delmer Shepard

## Moving up the ranks

The following ODOT employees received promotions recently:

**Donald Aman**, Highway Engineer (HE) 3 to HE 4, Salem.

**Clarice Allen**, Motor Vehicle Rep. (MVR) 2, Sherwood, to MVR 3, Lincoln City.

**Louis Atondo**, Highway Maintenance Worker (HMW) 2 to HMW 3, Klamath Falls.

**Darrell Austin**, HMW 3 to HMW 4, Salem.

**Leonard Braden**, HMW 3 to Highway Maintenance Foreman (HMF) 1, Coos County.

**Clayton Curtis**, HMF 1 to Highway Maintenance Supervisor (HMS) C, Lake County.

**Michael Donaldson**, HMW 2 to HMW 3, Clatskanie.

**Juanita Dwyer**, Clerical Special-

ist, Salem, to MVR 1, Gresham.

**Kenneth Evert**, Weighmaster to Supervising Weighmaster, Salem.

**Mary Gray**, MVR 1, Beaverton, to MVR 2, Lake Oswego.

**Jerry Higley**, MVR 1, West Eugene, to Administrative Assistant, Salem.

**Pernita Humbard**, Word Processing Specialist to Administrative Assistant, Salem.

**Randolph Inloes**, HMF 1 to HMS C, North Portland.

**William James**, HMF 2 to HMS C, Salem.

**Lloyd Jensen**, HMW 2 to HMF 1, Austin.

**Kenneth Johnson**, Accountant 2 to Fiscal Auditor 3, Salem.

**Billie Lappin**, HMW 2 to HMW 3, Elgin.

**Duane Manselle**, HMF 1 to SHE C, Wasco County.

**Merrill Matteson**, HMF 1 to HMS B, Lincoln City.

**James Mitchell**, HMW 2 to HMF 1, Government Camp.

**Delmer Shepard**, Accountant 1 to Accountant 2, Salem.

**Celia Slack**, MVR 1, Gresham, to MVR 2, Lake Oswego.

**John Stucky**, HE 1 to HE 2, Milwaukie.

**Daniel Tompkins**, HMW 2 to HMW 3, Lincoln City.

**Gary Ward**, HMW 2 to HMW 3, Sweet Home.

**David White**, Supervising Safety Rep. A to Program Executive B, Salem.

**Wendell Wood**, HMW 2 to HMW 3, Lake County.

## Lunch hour movies return to ODOT

Lunch hour movies are making a return engagement to ODOT.

After several years' absence, employees can once again bring their lunches and watch short films supplied by the Employee Development Section.

Chuck Williamson, training coordinator, said employee interest renewed the program. The films will be shown every other Tuesday from 12:15 to 12:45 p.m. in either the large or small conference room in the Transportation Building.

"All our films are listed in the Training Catalog with a short synopsis," Williamson said, "so please feel free to make requests."

He added that any last-minute changes in locations will be posted on bulletin boards and the entrance to the large conference room.

The schedule of films is: **Feb. 1**--"A Team for Two," designed to help managers and secretaries develop a more effective working relationship; **Feb. 15**--"A Different Approach," this film, nominated for an Oscar in 1978 as the Best Live Action Short, looks at an imaginary recruitment drive for hiring the handicapped; and **March 1**--"Non-Verbal Agenda," a film to make viewers aware of how their non-verbal behavior--posture, gestures, eye contact, use of space, and body movement--can contradict verbal messages.

The films listed above are all scheduled to be shown in the large conference room (122).

## Remembering

The following ODOT retirees died recently:

**Thomas Bradd**, 66, of Salem, died Oct. 26. He started with the Highway Division in 1946 and retired in 1977 as a highway engineer 4.

**Gerald R. Christian**, 68, died Nov. 8 in Redmond.

Christian started with the Parks Division as a seasonal employee in 1971, and in 1974 was employed permanently as a park ranger 1. He retired from LaPine Recreational Area in 1979.

**Kenneth Boardman**, 71, of Salem, died Nov. 24. Boardman was a long-time employee of the Highway Division, and the son of Samuel H. Boardman, known as the "father of Oregon State Parks."

He retired in 1973 after 44 years as a Highway Engineer.

**Ervan D. Witty**, 75, of Enterprise, died last month. He started with the Highway Division in 1946 as a motor grade operator, and retired as a maintenance foreman 2 in 1969.

**Clarence "C. D." Cannon**, 85, of La Grande, died Jan. 6.

Cannon was a long-time office engineer in Region 5 who worked for the Highway Division for about 40 years. He retired as a civil engineer 3 in 1965.

**John R. Cunliff**, 68, of Pendleton, died Jan. 8. He started with the Highway Division in 1946 as an Engineering Aide 2, and retired in 1980 as a Highway Engineer 1.

## Crews earn SAIF awards

The following ODOT crews earned SAIF awards recently:

**Crew 142-30**, Bend Extra Gang Crew; 6 years; William Michael Hazelwood, supervisor.

**Crew 131-00**, Eugene Office Maintenance Crew; 9 years; Larry Asbury, supervisor.

**Crew 142-40**, Bend Sign Crew; 6 years; Michael Penhollow, supervisor.

**Crew 170-02**, Traffic Signal Unit; 200,000 hours; Leon Stormo, supervisor.

**Crew 152-05**, Hermiston Maintenance Crew; 50,000 hours; Charles Flynn, supervisor.

**Crew 152-30**, Pendleton Extra Gang; 100,000 hours; James Yeoman, supervisor.

**Crew 450-02**, Emigrant Springs Park; 9 years; Leroy Swartout, supervisor.

**Crew 013-15**, Klamath Falls Weighmaster Crew; 50,000 hours; George Hagerman, supervisor.

## Two-man operation

For a smaller division like Aeronautics, not as many people get involved, although the process is the same.

Roger Ritchey, deputy administrator, said he works with Administrator Paul Burkett to develop what legislative bills they want introduced in the session, then Ritchey keeps track of those bills and any others that might affect the division.

Ritchey said the only trick to his job is being able to recognize a bill that can somehow be harmful to the division.

"It's kind of difficult," he said. "Even with all my knowledge of the agency, I sometimes miss things."

## Years 5 Ago

In the February 1978 issue, VIA reported on the Highway Division hiring and promoting employees to fill about 70 vacancies in the construction and technical services areas.

The vacancies were created by an unexpected increase in the attrition rate following the 1976 layoffs.

# On the job with ...

# Jerry Lucas

By Anna Browne Muzzall  
Managing Editor

Standing on top of Pilot Butte, which rises 511 feet above Bend, Jerry Lucas, on a clear day, can see from Mount Hood to Paulina Peak. But that spectacular view doesn't include even half of his territory as Region 4 Parks Supervisor.

He is responsible for all state parks and waysides in central and southern Oregon--a job that almost seems too "grown up" for a man who still resembles the clean-cut "All-American boy" of his youth.

Lucas didn't have a typical boyhood, however. Born in the San Joaquin Valley in California in 1939, Lucas' family moved around so much that he says he attended about 13 grade schools and almost as many high schools, from California and Oregon to Florida.

He graduated from college in Sacramento and had signed up for a deferred enlistment in the Air Force when a quirk of fate landed him in an Oregon state park.

#### Car trouble

According to Lucas, he just had some time to kill before reporting to the Air Force base in Texas and was driving through Oregon when his car broke down.

"I had a little foreign car with everything I owned in the back seat and I could still see out the rear view mirror," he says. "It broke down and I needed work, so they hired me."

He started as a trainee at Beverly Beach State Park on the coast in 1962. Then the Columbus Day storm hit, "and I just stayed around," he says. "I never did make it to Texas."



Lucas' record with the division reads a lot like his high school transcript might--during the past 20 years he's been transferred 10 times to different parks throughout the system. Most of the moves were accompanied by promotions.

After six months at Beverly Beach he was sent to Portland, then the Salem office, then Valley of the Rogue State Park, then up to the gorge, down to Brookings, The Cove Palisades, Silver Falls, Fort Stevens, and finally to Bend five years ago as region supervisor.

#### Enjoyed moving around

In the middle of his career with parks, he says he almost changed his mind and enlisted in the Air Force again. But he liked what he was doing and says all the moving around never bothered him--he figured it was just part of the job.

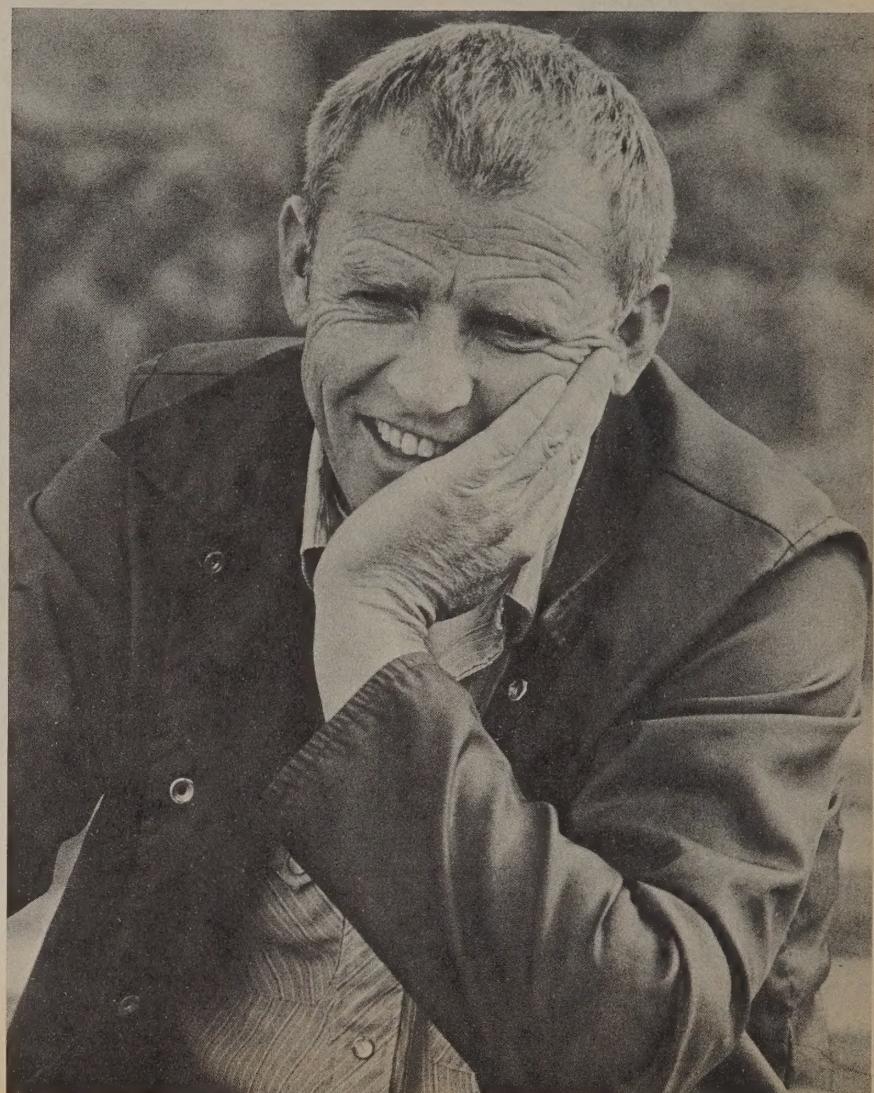
"I really like it here in Bend," he says. "This is the longest I've ever been in one place."

From moving around so much, Lucas says he's noticed that it takes a little different style of management to smoothly and successfully operate parks in different areas of the state.

"Our parks are a little more recreational-oriented than, say, those at the coast," he says, "so ours take a different kind of management because you have more opportunity for people problems."

He says it's necessary to have the blend of talents that parks employees offer to make the system work, both within parks and with the public.

"Some people can deal very well with the public, and others are very good with the equipment, and we need everybody to work together



his way up through the ranks of the division "because I had a lot of help all the way around. I had good opportunities and I was lucky to be there at the right time."

Lucas says he keeps in contact with the other region supervisors, especially Owen Lucas (no relation)

since Jerry moved to Bend," Jacobson says. "He recognizes from his experiences that you need to blend a mix of talents to get a successful organization."

Lucas says the technicalities of his job call for him to visit each park frequently and see that his employees have the materials and equipment they need to do their job. The reduction in personnel, however, has hurt the system.

"We're not a very big outfit," he says, "so it really hurts when we lose people."

Although Lucas talks openly and with feeling about the system he works for, he is reserved about his personal life. He and his wife, Peg, and their three daughters all live in Bend and will soon move into a new house he is building. He says he learned most of his woodworking skills through the work he's done for parks.

He says his plans for the future include just doing more of what he's doing right now.

"But you never know," he says. "I just might change my mind again and enlist in the Air Force."

## 'It's pretty hard to find somebody out here who doesn't like their work--we've got some good people, and that's reflected in the way they do their job.'

as a team. I think that's pretty representative of the whole department."

Lucas says he thinks most people working for the Parks Division enjoy their job, as he does.

"They're here because they want to be here," he says. "It's pretty hard to find somebody out here who doesn't like their work--we've got some good people, and that's reflected in the way they do their job. The parks are a way of life--our people treat others the way they want to be treated."

He found it pretty easy to work

tion) in Region 5 because they often receive each other's mail by mistake.

"We keep up on what everybody's doing," he says. "There's enough freedom out here for us to use our own initiative and do our own thing, but there's still a sense of uniformity throughout the system."

Larry Jacobson, deputy administrator for the Parks Division, says he thinks Lucas is happy in his job and that's showing in his work.

"I've seen some major improvements in the region's parks

## Retirees let us know what's happening

**Harry Shipman**, 630 Elma Ave., Salem 97301. Retired Highway, 1974.

Harry says he has been enjoying his retirement, and can still remember the very first day when he woke up bright and early--and turned over and went back to sleep.

He and his wife, Ethel, have made numerous trips back east--Illinois and Wisconsin--to visit her relatives.

"We're planning to go back again next year," Harry says, adding that they usually make the trip by car, after a quick stop in Reno.

Harry has also been doing a lot of work around the house, and he and Ethel enjoy making picture frames for Christmas decorations that they give to relatives and friends.

Harry said "Hi" to some of his retired friends as well as some newer retirees from ODOT at the

open house held in Salem in December.

**William E. Vladyka**, 680 Hampden Lane NE, Salem 97303. Retired HWY 1970.

"I really didn't want to retire, but I had reached 'that age' when it was the thing to do," says Bill of his retirement in 1970.

He had been a title examiner in the Right-of-Way Section for nearly 17 years, working with Tony

**Viducich and Betty Bauer**.

He says he hasn't slowed down much--"still keeps his hand in the business (real estate)," and cares for a few cherry trees on his property in northeast Salem.

**Retirees:** Please let us hear from you if you want to see this column continued. It's a nice way to keep in touch. Editor